

## Employee Performance Characteristics

---

### I. Functional Qualities

#### Self-Management:

Works with minimal supervision, manages own time effectively, maintains control over all current projects/responsibilities. Follows up on all relevant issues.

#### Technical Competence:

Possesses necessary knowledge to effectively perform job and able to apply what he/she has learned about his/her job. Acquires new knowledge/skills/abilities as required by the job.

#### Quantity of Work:

The extent to which the employee produces an acceptable amount of work in order to meet schedules and deadlines.

#### Quality of Work:

The extent to which the employee neatly, thoroughly, and accurately completes job assignments according to established standards of quality. Continuously improves quality of work.

#### Problem Analysis:

Able to identify problems and relevant issues and breaks problem into components. Sees relationships and alternative solutions and arrives at sound conclusions through a logical process.

#### Accuracy of Work:

The degree to which the employee makes mistakes or errors that require corrections.

#### Time Management:

Employee is prompt in reporting for work and effectively and efficiently uses his/her time to accomplish his/her job tasks.

#### Safety:

Follows established safety practices and corrects unsafe work practices on the job.

Concentration:

Able to put aside distractions and stays with a job until complete. Able to stick to assignments and get results, in spite of difficulties.

Responsibility:

Asks for work after completing assignments and does not make excuses but addresses problems squarely. Offers action plans to resolve problems and suppresses self-forgiving tendencies regarding so-called uncontrollable elements.

## **II. Personal Qualities**

Judgment:

Able to reason, compare, understand, and think rationally on the job. Makes quality work-related decisions based on sound conclusions/data. Able to separate facts from opinions.

Leadership:

Employee can be relied upon to guide others to the accomplishment of objectives/responsibilities, to promote teamwork, and to resolve problems.

Initiative:

Starts assignments without prompting and independently contributes ideas and projects. Sees and acts upon new opportunities. Thinks and acts independently and promptly addresses problems.

Dependability/Reliability:

Employee can be relied upon to meet work schedules and fulfill job responsibilities and commitments. Meets deadlines and follows instructions.

## **III. Interpersonal Qualities**

Customer Service:

To effectively and efficiently meet the needs of those served by continually assessing performance based on customer feedback.

Listening Skills:

Asks meaningful questions and listens closely and respectfully before offering comments.

Acceptance:

Gains confidence of others and earns respect of subordinates, peers and superiors. Values diversity and respects opposing opinions.

Teamwork:

Degree to which one works effectively and cooperatively with others and other departments in achieving organizational goals. Degree of responsiveness to organizational needs.

Adaptability:

Employee can adapt to job or organizational changes. Readily accepts new responsibilities and assignments.

Communication Ability:

Ability of employee to present accurate information to other employees, peers, and superiors.

#### **IV. Management Functions**

##### **A. Planning and Organizing**

- Organizes department's work to meet the mission of the agency.
- Establishes a course of action for meeting an objective.
- Allocates resources and personnel for best effect within budget limits.
- Develops schedules for activities and projects.
- Sets and observes priorities in order to avoid backlogged work.
- Effectively matches short-term goals to contribute toward longer-range plans.

##### **B. Controlling**

- Monitors, regulates and facilitates employee's activities.

Establishes and maintains effective procedures to monitor and control activities within the employee's responsibility.

- Monitors the progress and results of delegated assignments and keeps informed of developments in area of responsibility.

##### **C. Delegating**

- Allocates responsibilities to employees to help develop their career potential.

- Uses staff members effectively by allocating decisions and other responsibilities to the appropriate employees.
- Provides clear instructions and leadership so delegated tasks are properly completed.
- Establishes and empowers teams, where appropriate, to improve work systems and processes.

D. Motivating

- Creates an organizational environment or climate in which employees can perform to the best of their ability.
- Establishes employee motivation by giving employees timely and regular recognition and feedback for work performed.
- Ensures that employee is aware of the possibility of advancement and growth.
- Develops a sense of trust, respect and responsibility.

E. Developing

- Develops a learning environment for both employee and supervisor by continuing education and training to stay abreast of the current state of the art in one's field.
- Makes training projections based on current trends and future goals.
- Determines learning and training needs.
- Allocates resources to provide necessary training.
- Selects appropriate learning activities.

F. Promoting Equal Opportunity:

Promoting agency affirmative action goals in such areas as hiring, promotion, or placement; level of personal and organizational commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social economic equal opportunity goals.

\*All management/supervisory employees are required to be rated on this characteristic.

V. **Management Skills**

A. Quality Focus

- Fosters culture of continuous improvement through ongoing assessment of agency processes and systems.
- Focuses on customer service.
- Promotes teamwork.
- Strives for quality work products

B. Internal Environment Focus

- Knows the impact of decisions and actions on individuals and other parts of the agency.
- Maintains open communication with peers in other departments.
- Understands the agency's organization and methods. Knows and accepts the agency's mission, goals and objectives.

C. External Environment Focus

- Knows and allows for influences outside the agency. Anticipates factors that may alter the agency's mission.
- Stays abreast of events in government that could affect the agency.
- Regularly reads news and business-related publications to stay abreast of information which impacts the agency.

D. Independence

- Acts on the basis of own thoughts, not the influence of others.
- Works without close supervision.
- Seeks approval and advice in situations outside personal authority and expertise.

E. Tenacity

- Overcomes obstacles to the attainment of a goal through sound problem solving techniques.
- Pursues goals until they are achieved or their attainment is no longer reasonable.

F. Initiative

- Initiates action.
- Actively attempts to influence events that can affect the achievement of goals.
- Does not readily accept circumstances that interfere with the attainment of goals.
- Regularly originates ideas and activities.

G. Self-Control

- Maintains composure under provocative circumstances.
- Responds constructively to challenges and criticism.
- Maintains professional demeanor while dealing with difficult situations.

H. Stress Tolerance

- Performs well under pressure.
- Maintains composure, good judgment and adequate performance level under pressure caused by deadlines, work load, opposition, and other causes.

I. Versatility

- Well-informed about a broad range of job-related interests.
- Keeps informed about other parts of the agency.
- Is aware of changes in the agency.
- Readily embraces appropriate changes to agency processes and systems.

J. Creativity

- Adopts innovative, imaginative solutions to work-related problems.
- Regularly generates innovative solutions and ideas.
- Encourages and acknowledges ideas from employees, co-workers and other sources.

K. Decisiveness

- Is ready to make decisions, judgments and commitments.
- Identifies decisions that require research and deliberation.
- Effectively establishes priorities based on agency needs.
- Seeks necessary information and advice.
- When possible, allows ample time for fact-finding and deliberation.
- Makes decisions within the time limits required by the situation.
- Rejects tendencies to make premature decisions.

L. Judgment

- Makes realistic and rational decisions.
- Bases decisions on logical assumptions, relevant facts and accurate data.
- Develops and analyzes alternative courses of action.
- Seeks advice and input of superiors, employees and other appropriate sources.